



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

01 JUN 2000

REPLY TO
ATTENTION OF:

CEMP-M/CECW-B (5-1)

MEMORANDUM FOR COMMANDERS, MAJOR SUBORDINATE COMMANDS

SUBJECT: Interim Guidance on Quality Management

1. Last fall, we stood up a team of highly respected field practitioners to relook USACE's approach to quality. The team put together a proposed draft Engineering Regulation (ER) on Quality Management (QM), which is available on the HQUSACE website at <http://www.hq.usace.army.mil/qm/interimQM.pdf>.
2. I am very pleased with this team's work. This new definition of quality - meeting or exceeding our clients' expectations - is a great leap forward for USACE. I commend you all to take this definition to heart and ensure we apply it to all the work we do.
3. The Project Management Business Process (PMBP) is the fundamental USACE business process. It is the process we use to deliver all our projects and services to our clients. To ensure we deliver quality, QM must be an integral part of the PMBP. Our project teams, led by the project manager, must balance and manage cost, schedule and technical requirements in order to meet or exceed our clients' expectations. Therefore, I have directed that these new QM concepts be rolled into ER 5-1-11, which details the PMBP, rather than issue it as a separate ER.
4. We have already begun revising ER 5-1-11 to incorporate the new QM principles. In the interim, I am directing that you begin using the concepts and principles outlined in the draft QM ER in all work throughout your regions immediately.
5. The USACE Project Manager for this effort is Cynthia Nielsen, 202-761-1122.

JOE N. BALLARD
Lieutenant General, USA
Commanding